

DEVELOPMENTAL COUNSELING FORM

For use of this form, see FM 22-100; the proponent agency is TRADOC

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank/Grade	Social Security No.	Date of Counseling
Organization		Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)

- To:
- Welcome (Rank/Name)_____ as a member of the section.
 - Conduct initial performance counseling.
 - Encourage open communications.
 - Provide the NCO the opportunity to surface any issues that have arisen since his/her reception and integration counseling.
 - Review the reception/integration process (search for ways to improve the process)

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

1. (Rank/Name)_____, as a (NCOIC) (Section Sergeant) (Squad Leader), I will rely heavily on you for information, soldier status, surfacing possible problems, and numerous other areas that we as Noncommissioned Officers are faced with during day to day operations.
2. I expect you to carry yourself as a professional and treat your soldiers as you would want to be treated. Your two priorities will remain the welfare of your soldiers and the accomplishment of the mission. I cannot stress to you the importance of soldier care. Set the example and inspire your soldiers to achieve superior results on and off duty in all they endeavor.
3. Training within the section must be tough and challenge the soldiers. You must obtain input from your subordinates on what type of training they need, as well as observe their performance and plan training to overcome deficient areas.
4. Your subordinate soldiers will be counseled monthly. The counseling will contain at a minimum: what was done correctly (sustain), what areas require improvement (improve), upcoming events, education, current promotion status/potential (NCOs in the secondary zone will be informed of the minimum requirements for promotion to the next grade. NCOs in the primary zone will be informed when they will attend the board or why they are not recommended for promotion and what standards need to be achieved in order to appear before the board). During the counseling session, you will show the rated NCO a working copy of his/her NCOER and ask the NCO if he/she has any comments or input. This will allow the soldier to know exactly where they stand with you. All counseling statements for the section are due to me NLT the 28th of the month for my review. You will ensure that your subordinates leaders counsel their soldiers following the same guidelines set forth in this counseling.
5. I feel that integrity and trust are very important. I expect you to be totally honest with me, as I will be with you. Should a situation arise in which you do not agree with me, use tact and we will discuss the situation as time allows. We all make mistakes and should them from them. Together as a team, we can achieve far more than we can as individuals. I will usually attempt to be delegative or participative in all issues. However, if mission or circumstances dictate, I will become directive. If you believe I have become involved in your business, please pull me to the side and we will discuss the situation at the earliest opportunity, as professionals.
6. You are overall responsible for the accountability of your soldiers. I believe that soldiers should work smart and hard during the normal duty day so that we can maximize time off and maintain normal work hours. However, mission deadlines may dictate otherwise. We can avoid self-inflicted problems by keeping track of appointments, breaks, and other situations that interfere with mission. Remember, soldiers take the initiative when the example is set. All appointments will be brought to my attention at least 2 days prior. Emergencies are understood, but they should be the exception rather than the rule. If you believe a soldier should receive time off, bring it to my attention. Keep me informed! Open communication is the key to success.

***** CONTINUED ON 2ND COUNSELING FORM *****

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below).)

***** PLAN OF ACTION ON 2ND COUNSELING FORM *****

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)

Individual ☐ I agree ☐ disagree with the information above.

Individual counseled remarks:

***** SIGNATURES ON 2ND COUNSELING FORM *****

Signature of Individual _____ Date: _____

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action.)

***** SIGNATURES ON 2ND COUNSELING FORM *****

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)

Counselor: _____ Individual _____ Date of _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

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PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)

***** CONTINUATION OF INITIAL NCO COUNSELING FORM *****

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

7. You will strictly enforce SAFETY at all times, by word of mouth and example. If you see an unsafe act happening, stop it immediately. Safety inspections will be done on your subordinates POVs at least quarterly. I strongly encourage you to check their vehicles prior to every long weekend and any time the soldiers are going to be driving extended distances. Vehicle inspection checklists must be turned in to me.
8. As Noncommissioned Officers, we have the authority to discipline our soldiers. Discipline takes many forms including: on-the-spot corrections, verbal counseling, formal counseling, and corrective training. The Commander and 1SG can support us as well with other useful methods including revocation of privileges and if need be use of Article 15 proceedings. My directives are simple. The only time I will recommend an Article 15 is when all other attempts by squad leaders and section sergeants have failed, or if a first time violation warrants this type of punishment (DUI, BLATANT DISRESPECT, DRUGS, etc.). Subordinate leaders will attempt to correct the problem at the lowest level. When it is necessary to bring the problem to me, I expect to see documentation and input from you and the squad leader. Again, be firm but fair. TREAT THE SOLDIER AS YOU WOULD WANT TO BE TREATED!
9. Your rating chain is: Rater:_____ Senior Rater:_____ Reviewer:_____
10. During this counseling session, we have reviewed the working copy of your NCOER to include rating chain, duty description, and examples of achievements that would constitute an excellence rating in each area of the NCOER and reviewed the bullets placed on your NCOER Checklist counseling.
11. I have also directed you to maintain a folder containing your achievements. You will bring this folder to our counseling sessions. I expect you to place copies of awards, letters, certificates, or any other positive information/event (coins, receiving external praise, by name mention during inspections, etc.) in this folder. Maintaining this folder will assist me in preparing a fair and accurate report. It also provides you a method of input into your evaluation report, as well as awards.
12. I would like you to take this opportunity to provide me with some information of what you expect from a leader and any issues that you would like to address:

13. I look forward to serving with you and would greatly appreciate your comments and suggestions. Should you have any questions or problems do not hesitate to contact me day or night. My home phone number is _____.

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Plan of Action: *(Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below).)*

During this session we have discussed your basic duties and responsibilities, goals, reviewed the working copy of your NCOER and other related areas. During our next session, we will discuss your progress towards your goals. I would also like for you to take the time to look at the following areas and provide input during our next session:

- Become familiar with the members of your section.
- Determine what areas you would like to work on within your section.
- Review the working copy of your NCOER and make suggestions on any changes to the duty description, additional duties, or areas of special emphasis.
- During our next counseling session, we will assess this counseling.

Short term goals:

Long Term goals:

Session Closing: *(The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)*

Individual ☐ I agree ☐ disagree with the information above.

Individual counseled remarks:

Signature of Individual _____ Date: _____

Leader Responsibilities: *(Leader's responsibilities in implementing the plan of action.)*

- Observe NCO's leadership style.
- Inform NCO that I will be observing him during this initial time.
- Introduce NCO to members of the unit.

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: *(Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)*

Counselor: _____ Individual _____ Date of _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.